



KING COUNTY AUDITOR'S OFFICE

December 3, 2021

Request for Proposals — Alternative Police Responses

TO:

Prospective
Consultants

This request for proposals (RFP) will remain open until filled, but the screening process will move quickly. To be considered for the first round of proposal scoring, please electronically submit your application materials no later than 3 p.m. PST, December 13, 2021.

Introduction

FROM:

King County
Auditor's Office

The King County Auditor's Office (Auditor) is seeking consulting services (Consultant) to assist an audit team in gathering information about how other jurisdictions are developing new policing and/or public safety approaches for responding to calls for service and traffic enforcement strategies, and the extent to which these new approaches may or may not be permissible under current Washington state law. This request for proposals is for a person or persons with experience in conducting policy research and knowledge of emerging promising practices in policing, with advanced legal research skills and/or knowledge of current Washington state law.

We will use the outputs of the review in our assessment of the work of the King County Sheriff's Office (KCSO) in responding to calls for service and traffic stops between 2018 and 2021, and to inform recommendations we may make for improvements. The timeframe for the consulting work is from December 2021 through April 2022, with an extended contract period through July 2022 where the Consultant may be asked to provide limited input to inform the audit quality assurance process.

Background

The Auditor is committed to equity, social justice, and ensuring that King County is an accountable, inclusive, and anti-racist government. While planning our work, we develop research questions that aim to improve the efficiency and effectiveness of King County government and to identify and help dismantle systemic racism. In our analysis we strive to ensure that communities referenced are seen, not erased. We promote aligning King County data collection, storage, and categorization with just practices. We endeavor to use terms that are respectful, representative, and people- and community-centered, while recognizing that inclusive language continues to evolve. For more information, see the King County [Equity and Social Justice Strategic Plan](#), King County's [statement on racial justice](#), and the [Auditor's Office Strategic Plan](#).



King County

Scope of Work

The Consultant's work will comprise a portion of two larger audit projects being conducted by the Auditor. One audit is examining KCSO responses to calls for service and the other is looking specifically at KCSO traffic enforcement. The selected Consultant will gather and summarize information on emerging/promising public safety practices in other jurisdictions and provide an analysis of the extent to which laws in Washington state may impact the feasibility of implementing these practices in King County. KCSO is a represented organization, and alternative models will need to be examined within the bounds of the existing collective bargaining agreement.

The final Consultant work plans and all Consultant analyses will be coordinated with and approved by the audit teams to ensure cohesiveness and quality. RFP Scope of Work is organized into Analysis and Administrative sections with three distinct phases: 1) Develop a work plan, 2) Conduct the approved work plan, and 3) Write a summary report.

ANALYSIS

Develop a work plan to conduct the research below:

1. Emerging/promising practices in policing and/or public safety
 - a. Calls for service — Propose three to four models for responding to calls for service (both dispatched and on-view) that have been implemented in jurisdictions comparable to King County. Detail how Consultant would review them, and what information you would provide about each. We are interested in information such as how other models operate and are staffed, how performance and success of those models are evaluated, and what the cost of the programs are.
 - b. Traffic enforcement and traffic stops — Propose three to four other jurisdictions and/or models for traffic enforcement for review, how Consultant would review them, and what information you would provide about each. We are interested in information such as how other models operate and are staffed, what infractions or other events are subject to traffic stops, how performance and success of those models are evaluated, and what the cost of the programs are.
2. Existing legal constraints
 - a. How does Washington state law dictate how responses to calls for service are conducted? To what extent would the other models identified in 1a, above, be constrained from being implemented in King County by Washington state law?
 - b. How does Washington state law dictate when and how traffic stops are conducted? To what extent would the other models identified in 1b, above, be constrained from being implemented in King County by Washington state law?

Provide the draft work plan to the audit team for review and alignment. Make any suggested changes to the plan. See Deliverables section for a proposed timeline for this work.

Conduct the approved work plan in coordination with the audit team:

For each element above, the selected Consultant will work in close communication with the audit team, meeting weekly by phone and sharing updates on work progress to ensure project cohesiveness and quality.

Write a summary report in coordination with the audit team:

The summary report will be an internal document the audit team will use to inform its report. It is a technical workpaper that should contain results of your analyses and any summary observations you have related to that work.

1. Prepare a summary report documenting the analysis. Include descriptions of:
 - a. methodology and criteria used to inform methods of analysis
 - b. links to any source files and documents used to develop the summary
 - c. tasks completed
 - d. evidence assessed
 - e. conclusions drawn.
2. In addition to the report, the Consultant will provide the data collection instruments and any other documentation created while gathering information.
3. Provide the draft summary report to the audit team for review. Implement suggested changes to the report following review.

ADMINISTRATIVE

Performance of the work shall meet Generally Accepted Government Auditing Standards (see Documentation, Evidence, and Workpaper Review section).

Consultant shall also be available to answer technical questions from the audit team throughout the contract term through 30-minute weekly check-ins. In addition, Consultant should be available to attend (remotely or in person) the teams' message development meetings—approximately a two- to four-hour time commitment for each project—projected for mid-February and early March 2022, as well as to review the teams' draft reports and provide feedback in the March–May timeframe.

Period of Performance

Contract duration is from contract approval through completion of audit work (estimated to be December 2021 through July 2022; contract duration could extend through September 2022 without material change to the scope of work).

Consultant shall complete primary contract work by April 1, 2022, but shall participate in the quality assurance process as needed following completion of the primary deliverable. The team anticipates that this process will occur between April and June 2022. Audit quality assurance means ensuring that sufficient and appropriate documented evidence exists to support the findings and conclusions in the audit report.

Maximum Contract Cost

Proposers shall prepare a cost proposal detailing estimated costs, hours, and expenses by individual for all personnel on the project, their hourly rates, and the number of hours each will devote to the project. The total cost of the proposal shall not exceed \$45,000.

Deliverables

The outcome of this contract will be

- a work plan detailing the research to be conducted (see above).
- a summary report containing information on emerging/promising practices in other jurisdictions and analysis of the extent to which laws in Washington state may impact the feasibility of implementing these practices in King County.

A workpaper documenting all methodology and sources used (see Documentation, Evidence, and Workpaper Review section). Payment is subject to the Auditor determining that contract deliverables are complete, satisfactory, and consistent with the Auditor's evidence and quality assurance policies.

Proposed Timeline

Consultant begins work with one-hour kickoff meeting with audit team	December 15, 2021 (or day after Auditor signs contract*)
Consultant provides draft work plan with proposed methodology and list of jurisdictions and models	January 12, 2022
Consultant incorporates any changes and provides final work plan	January 21, 2022
Project status/progress reports while Consultant implements work plan	Weekly phone check-ins from beginning of work until delivery of draft workpaper summary
Full review of all cases completed for both analyses. Delivery of data sets and accompanying workpapers for Auditor comments	February 11, 2022
Delivery of final draft summary report	February 25, 2022
Attend message meetings and integrate edits/feedback into report	March 1–April 1, 2022
Auditor may contact Consultant for limited input into the quality assurance process during report development	March 1–July 31, 2022
Contract termination	July 31, 2022

*Also note that consultant selection and the contract start date is contingent on the County's receipt of required documents from the Consultant, including certificate of insurance and a separate additional insured endorsement naming "King County, its officers, officials, agents, and employees." (See Selection Process section, below.)

Proposal Format

- a. A disclosure statement indicating whether the Consultant, any employee, subconsultant, subcontractor, or subject matter expert compensated by the Consultant associated with the response to this RFP has any existing relationships with King County departments or personnel and any previous contracts with King County, including KCSO. If selected for the engagement, the Consultant must sign a form prepared by the Auditor attesting to the absence of impairments to perform on this project in an objective and independent capacity.
- b. Written proposal in memorandum form not to exceed three pages describing your understanding of the project, how you would approach it, and a general methodology or approach for performing the analyses.
- c. Statement describing your experience in researching emerging police practices and assessing legal constraints on policy proposals. Please indicate any police oversight, policing, and/or legal experience you have had and in what jurisdiction. Also, please note the similarities, if any, between the types of experience you have and the topic of this audit. *Note: Please avoid merely restating the work components or referencing generic approaches to addressing them.*
- d. Considering your firm's current and planned workload, comment on its capacity to complete the work within the time limitations given in this RFP. If you believe that the work can be completed in less time than granted in the RFP, provide an explanation of how your firm could achieve a tighter schedule.
- e. Electronic copies of final reports or deliverables from one to three recent projects similar in scope.
- f. Resume and statement of qualifications and experience of the Consultant(s) and any subconsultant(s) or subcontractor(s) who may participate in the project. *Note: team member resumes are not counted as part of the overall three-page proposal format.*
- g. Three relevant references.

Documentation, Evidence, and Workpaper Review

The Auditor conducts performance audits in conformance with *Government Auditing Standards* (GAS, otherwise known as the "Yellow Book"), promulgated by the Government Accountability Office (<http://www.gao.gov/yellowbook/overview>). In order to ensure that our audit meets these standards, we require our selected Consultant to adhere to the following practices related to documentation, evidence, and review of workpapers.

The Consultant's backup documentation for its work products must be sufficiently detailed that an experienced auditor uninvolved in the audit would understand the documentation, the evidence used, the analytical work performed, and the conclusions reached (GAS 7.77).

The Consultant's evidence must be both appropriate and sufficient. Appropriate evidence is relevant (logically related and important to the issue involved), valid (based on sound reasoning or accurate information), and reliable (verifiable or supported). Sufficient evidence refers to the quantity of evidentiary support and is related to appropriateness. The stronger the evidence, the less evidence

needed. However, having a large volume of evidence does not compensate for inappropriate evidence (GAS 7.55-7.67).

The final Consultant deliverable will become workpapers for the published audits. According to the Auditor's policy, audit workpapers provide the principal support for the auditors' report; aid the auditors in conducting and supervising the audit; and allow others to review the audit's quality, methodology, logic, and reasonableness of the audit conclusions and conformance of the audit with applicable Yellow Book standards. Workpapers also

- a. facilitate use by others, especially when tools or models are developed as part of the study process
- b. allow for efficient retrieval of information in the future
- c. become public documents once the final report is public, subject to any confidentiality or other protections
- d. document major milestones in the audit or study process
- e. facilitate agency technical review.

The audit team will hold the Consultant's workpaper to these standards in order to ensure that they meet the Auditor's policy.

Selection Process

The Auditor will use a selection team to evaluate proposals and nominate the top candidate(s), who also may be interviewed by the team. The Auditor will select the winning bidder. The Consultant selected via this RFP will be required to meet King County contract requirements which include:

- a. Proof of business insurance coverage at the following minimum levels:
 - i. General Liability: \$1,000,000 combined single limit per occurrence for bodily injury, personal injury and property damage, and for those policies with aggregate limits, a \$2,000,000 aggregate limit.
 - ii. Professional Liability, Errors and Omissions: \$1,000,000 Per Claim and in the Aggregate.
 - iii. Workers' Compensation: Statutory requirements of the state of residency.
 - iv. Employers' Liability or "Stop Gap" coverage: \$1,000,000.
- b. Completion and submission of consultant disclosure form(s) to King County Board of Ethics. http://www.kingcounty.gov/employees/ethics/forms/consult_disclosure.aspx
- c. Mandatory Vaccination for COVID-19 due to Public Health Emergency. In accordance with Executive Order ACO-8-28-EO ([Covid_Exec_Order_ACO_8_28_EO.ashx \(kingcounty.gov\)](#)) (Executive Order), all county contractors working at executive branch agencies shall be fully vaccinated if the work is required to be performed in person and on site. This includes but is not limited to on county property or in county facilities, or work requiring interaction with the general public regardless of frequency, whether or not other workers are present, and including indoor or outdoor worksites. The Executive Order does not apply to contractors who are present onsite for only a short period of time and have a fleeting physical presence with

others. The Contractor shall be responsible for the full COVID-19 vaccination verification of its onsite workers.

King County reserves the right to reject any or all proposals that are deemed not responsive to its needs. Please submit any concerns specific to the insurance requirements with your proposal.

Criteria for Selection (Points in parentheses are maximum possible scores)

- a. Experience in police oversight and demonstrated research and writing skills (40 points)
- b. Optional: practice experience in Washington state (+ 15 points)
- c. Responsiveness, comprehensiveness, and quality of written proposal (25 points)
- d. Approach to scope of work (25 points)
- e. References (5 points)
- f. Cost (5 points)
- g. Optional: (if requested by the Auditor) oral interview (+ 15 points)
- h. Optional: small business (+5 points)
- i. Optional: woman or minority-owned business (+5 points)

Total potential points: 100 (with an additional optional 40 bonus points for a total of 140)

Contacts

Please submit your proposal electronically to Rachel Rawlings at Rachel.Rawlings@KingCounty.gov. Proposals must be received electronically by 3 p.m. PST, December 13, 2021.

For questions about the RFP or the project, contact Brooke Leary at 206-477-1044 or Brooke.Leary@KingCounty.gov.

Advancing Performance and Accountability

MISSION Promote improved performance, accountability, and transparency in King County government through objective and independent audits and studies.

VALUES Independence • Credibility • Impact

ABOUT US The King County Auditor's Office was created by charter in 1969 as an independent agency within the legislative branch of county government. The office conducts oversight of county government through independent audits, capital projects oversight, and other studies. The results of this work are presented to the Metropolitan King County Council and are communicated to the King County Executive and the public. The King County Auditor's Office performs its work in accordance with Government Auditing Standards.